

# PERFORMANCE OVERVIEW AND ANALYSIS

## Strategic Goals: Performance Analysis and Key Takeaways

### Introduction to Strategic Goal Discussions

The following discussions of the five strategic goals, which receive funding through State Operations, present a holistic perspective of the resources and performance for each of the 39 strategic priorities associated with the seven strategic goals (as described earlier, strategic goals 3 and 5 are included in the Foreign Operations volume of the Department's Congressional Budget Justification), along with a discussion of progress made and challenges that remain. In order to provide a full picture of the results achieved by the Department, each goal discussion includes a table listing all the related strategic priorities, performance indicators, and ratings. The goal sections are organized according to a clear line of sight—from the high-level strategic goals, to the specific strategic priorities that drive the activities and resources, down to the individual performance indicators that measure progress in achieving the priorities.

Additionally, illustrative indicators, which tie directly to the Department's major budget and policy priorities, are presented for each strategic goal to describe in more depth the progress in specific areas and their impact on achieving key foreign affairs outcomes.

### Strategic Goal 1: Achieving Peace and Security

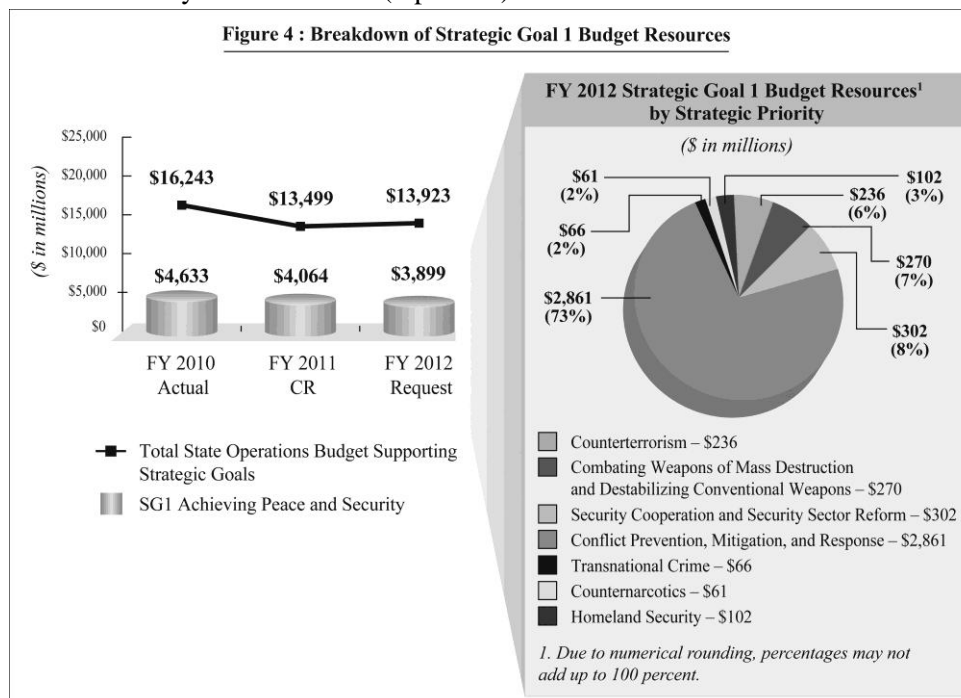
*Preserve international peace by preventing regional conflicts and transnational crime, combating terrorism and weapons of mass destruction, and supporting homeland security and security cooperation.*

The U.S. faces a broad set of dangers that know no borders and that threaten U.S. national security, including the grave danger of weapons of mass destruction falling into the wrong hands, terrorism and violent extremism, transnational crime, and persistent conflict in geostrategic States with repercussions that are felt well beyond those States' borders.

### Budget Resources for Strategic Goal 1

At more than one-quarter of the overall budget request for all seven strategic goals, the Department is allocating \$3.9 billion toward Strategic Goal 1 in FY 2012, which is a 16 percent decrease over FY 2010 Actual levels (see Figure 4). In the FY 2012 budget request, the Department focuses the majority of its resources for Strategic Goal 1 in Conflict Prevention, Mitigation and Response (73 percent) and Security Cooperation and Security Sector Reform (8 percent).

Figure 4 : Breakdown of Strategic Goal 1 Budget Resources



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## Performance Trends for Strategic Goal 1

During FY 2010, the Department met or exceeded targets for 44 percent of its performance indicators relative to Strategic Goal 1: Achieving Peace and Security. Performance was assessed for those indicators for which current year data was available at the time of publication. For those performance indicators which were below target in FY 2010 (50 percent), the factors that contributed to not meeting the targets are discussed in the relevant CBJ chapter under “Steps to Improve.” Additional information on specific performance indicators is also included in the CBJ chapters.

## Analysis of Key Illustrative Indicators

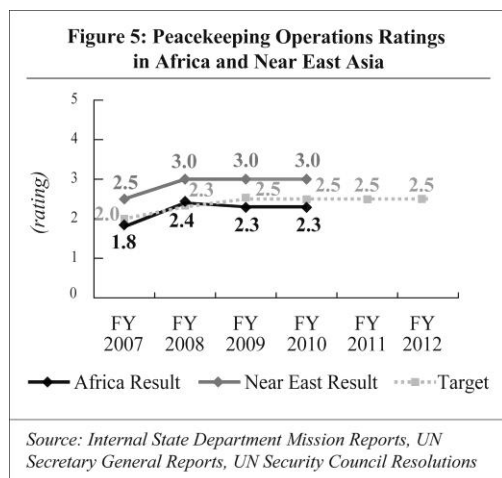
This section further details two key performance indicators to illustrate the Department’s performance in areas that link to key budget and policy priorities under Strategic Goal 1—Achieving Peace and Security. For this goal, the Department focuses significant resources and efforts on both peacekeeping operations in Africa and Near East Asia (see Figure 5) and the deployment of critical expertise to conflict zones (see Figure 6). UN Peacekeeping Missions in Near East Asia received an average rating of 3 out of 4 for FY 2010, surpassing the target of 2.5. The rating mirrors the score received in FY 2008 and 2009. The FY 2010 average rating for UN Peacekeeping Missions in Africa remained at FY 2009 levels, with a score of 2.3, which is slightly below the target of 2.5. This stagnant rating reflects the increasingly difficult security, political, and economic environment in many parts of Africa.

In a rapidly and continuously changing global environment, failing and post-conflict states pose one of the greatest national and international security challenges of our time. Through the Department’s Conflict Stabilization Operations (CSO), an urgent need is being addressed for a set of formalized, collaborative, and institutionalized foreign policy tools that can adequately meet the diverse stabilization needs of the global community by bringing together the government’s wide range of expertise. The USG can better influence key transitional moments in fragile states if it can deploy civilians skilled in reconstruction and stabilization operations early enough to be effective. The Department has begun to do so in connection with the January 2011 referendum in South Sudan. In step with this strategy, an output indicator is being tracked that measures the average number of civilian deployments per month. Deployments increased over five-fold in FY 2010 compared to FY 2009. The Department exceeded its target of 70 deployments per month in the fourth quarter of FY 2010 but did not meet its target of 840 deployments for the full year.

### Strategic Priority: Conflict Prevention

FY 2012 Request: \$2.9B; 73% of SG1 Budget

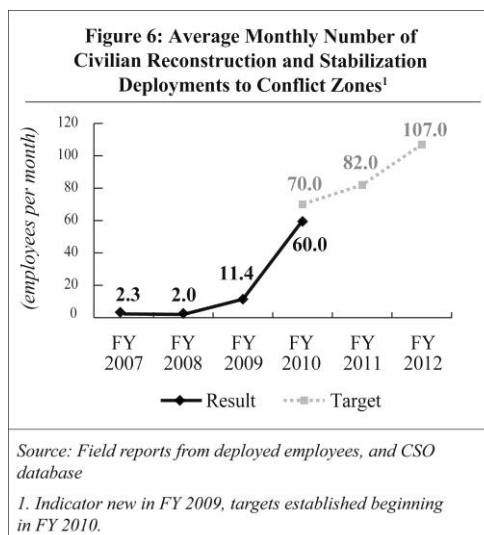
#### Illustrative Indicator



### Strategic Priority: Conflict Prevention

FY 2012 Request: \$2.9B; 73% of SG1 Budget

#### Illustrative Indicator



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## Performance Trends for Strategic Goal 1

(Table Key: Improved - Target not met, but performance improved over prior fiscal year.)

| Performance Indicator   | CBJ Chapter | FY 2008 Result  | FY 2009 Result | FY 2010 Target | FY 2010 Result and Rating | FY 2011 Target   | FY 2012 Target |
|---|-------------|---|----------------|----------------|---------------------------|--|----------------|
| Strategic Goal 1: Achieving Peace and Security  |             |   |                |                |                           |  |                |
| Strategic Priority—Counterterrorism: Prevent terrorist attacks against the United States, our allies, and our friends, and strengthen alliances and other international arrangements to defeat global terrorism.  |             |   |                |                |                           |  |                |
| Number of total NEA countries with Financial Intelligence Units that meet the standards of the Egmont Group   | NEA         | 7   | 8              | 12             | 8<br>Below Target         | 13   | 13             |
| NEW APP INDICATOR: Degree of stability in Yemen as measured by the Yemeni Government's capacity to combat extremist organizations and prevent the establishment of safe-havens for terrorists in Yemen, and increase public confidence in government services   | NEA         | Qualitative indicator.<br>See NEA chapter to view results and targets |                |                | Improved                  | Qualitative indicator<br>See NEA chapter to view results and targets |                |
| Strategic Priority—Combating Weapons of Mass Destruction and Destabilizing Conventional Weapons: Prevent the proliferation of and trafficking in weapons of mass destruction and destabilizing conventional weapons, thereby reducing their threat to the United States, our allies, and our friends. |             |   |                |                |                           |  |                |
| Key milestones achieved in combating nuclear terrorism  | ISN         | Qualitative indicator.<br>See ISN chapter to view results and targets |                |                | Improved                  | Qualitative indicator<br>See ISN chapter to view results and targets |                |
| Key milestones in achieving full denuclearization of Korean Peninsula and preventing the export of weapons of mass destruction and missile-related technology by the Democratic People's Republic of Korea  | EAP         | Qualitative indicator.<br>See EAP chapter to view results and targets |                |                | Below Target              | Qualitative indicator<br>See EAP chapter to view results and targets |                |
| Key milestones in strengthening the Nuclear Non-Proliferation Treaty and the International Atomic Energy Agency   | ISN         | Qualitative indicator.<br>See ISN chapter to view results and targets |                |                | On Target                 | Qualitative indicator<br>See ISN chapter to view results and targets |                |
| Status of Iran's Nuclear Weapons Program and adherence to Nuclear Non-Proliferation Treaty obligations  | ISN         | Qualitative indicator<br>See ISN chapter to view results and targets  |                |                | Below Target              | Qualitative indicator<br>See ISN chapter to view results and targets |                |
| Key milestones to achieve agreement on a framework for deep bilateral reductions with the Russian Federation and P-5 Confidence Building, including scope and supporting measures   | ACV         | Qualitative indicator.<br>See ACV chapter to view results and targets |                |                | On Target                 | Qualitative indicator<br>See ACV chapter to view results and targets |                |
| NEW APP INDICATOR: Verification R&D programs focus on closing key detection and verification capability gaps, identified in AVC's arms control R&D verification requirements document regarding nuclear weapons programs, foreign materials, and weapons production facilities and processes          | ACV         | Qualitative indicator.<br>See ACV chapter to view results and targets |                |                | On Target                 | Qualitative indicator<br>See ACV chapter to view results and targets |                |

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| Performance Indicator   | CBJ Chapter | FY 2008 Result | FY 2009 Result | FY 2010 Target | FY 2010 Result and Rating       | FY 2011 Target | FY 2012 Target |
|---|-------------|----------------|----------------|----------------|---------------------------------|----------------|----------------|
| <b>Strategic Priority—Security Cooperation and Security Sector Reform:</b> <i>Establish, maintain and, where appropriate, expand close, strong, and effective U.S. security ties with allies, friends, and regional organizations.</i>  |             |                |                |                |                                 |                |                |
| Estimated number of bilateral and multilateral joint military exercises in the Near East region   | NEA         | 85             | 77             | 85-87          | 113<br><b>Above Target</b>      | 85-87          | 85-87          |
| <b>Strategic Priority—Conflict Prevention, Mitigation, and Response:</b> <i>Support the prevention, containment or mitigation, and resolution of existing or emergent regional conflicts, as well as post-conflict peace, reconciliation, and justice processes.</i>  |             |                |                |                |                                 |                |                |
| Number of countries in sub-Saharan Africa that are rated as "critical" by the Fund for Peace Failed States Index  | AF          | 20             | 22             | 16             | 22<br><b>Below Target</b>       | 20             | 19             |
| Numeric assessment of Sudan in Failed States Index created by the Fund for Peace  | AF          | 113            | 112.4          | 112            | 111.8<br><b>Above Target</b>    | 111.8          | 111.2          |
| Average number of civilian reconstruction and stabilization personnel deployed to conflict zones per month  | CSO         | 2              | 11.4           | 70             | 60<br><b>Improved</b>           | 82             | 107            |
| Increased ability to maintain law and order in the West Bank and Gaza, as measured by the World Bank Governance Indicator   | NEA         | 22             | 44.8           | 30             | <b>Data Available Late 2011</b> | 35             | 50             |
| Average rating denoting degree to which UN Peacekeeping Missions in Africa, funded through the Contributions for International Peacekeeping Activities Account, achieve pre-established U.S. Government objectives, as measured by average rating (0 = Below Target on Meeting Objectives; 5 = Above Target on Meeting Objectives)                                      | CIPA        | 2.37           | 2.3            | 2.5            | 2.3<br><b>Below Target</b>      | 2.5            | 2.5            |
| Average rating denoting degree to which UN Peacekeeping Missions in Near East Asia, funded through the Contributions for International Peacekeeping Activities Account, achieve pre-established U.S. Government objectives, as measured by average rating (0 = No Objectives Met; 5 = All Objectives Met)   | CIPA        | 3              | 3              | 2.5            | 3<br><b>Above Target</b>        | 2.5            | 2.5            |
| Average rating denoting degree to which all UN Peacekeeping Missions, funded through the Contributions for International Peacekeeping Activities Account, achieve U.S. Government objectives stated in the Department's Congressional Budget Justification for the corresponding fiscal year, as measured by average rating (0 = No Objectives Met; 5 = All Objectives) | CIPA        | 2.6            | 2.5            | 2.5            | 2.7<br><b>Above Target</b>      | 2.5            | 2.5            |

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| Performance Indicator   | CBJ Chapter | FY 2008 Result | FY 2009 Result       | FY 2010 Target       | FY 2010 Result and Rating                | FY 2011 Target         | FY 2012 Target          |
|---|-------------|----------------|----------------------|----------------------|--|------------------------|-------------------------|
| Met)  |             |                |                      |                      |  |                        |                         |
| <b>Strategic Priority—Transnational Crime:</b> <i>Decrease and minimize cross-border crimes that threaten the United States and other countries by strengthening abilities to detect, investigate, prosecute, and ultimately prevent violations of law.</i>   |             |                |                      |                      |  |                        |                         |
| Indicators featured in Foreign Operations submission  |             |                |                      |                      |  |                        |                         |
| <b>Strategic Priority—Counternarcotics:</b> <i>Disrupt and reduce international drug trafficking by cooperating internationally to set and implement anti-drug standards, share related financial and political burdens, close off criminal safe havens, and build and strengthen justice systems.</i>                          |             |                |                      |                      |  |                        |                         |
| Indicators featured in Foreign Operations submission  |             |                |                      |                      |  |                        |                         |
| <b>Strategic Priority—Homeland Security:</b> <i>Create conditions abroad that share and protect American citizens and interests by assisting consular and infrastructure protection programs.</i>   |             |                |                      |                      |  |                        |                         |
| NEW APP INDICATOR: Conversion to web-based visa processing, as measured by: 1) the percentage of Non-Immigrant Visa (NIV) applications submitted electronically and; 2) the percentage of Immigrant Visa (IV) applications submitted electronically ( <i>indicator also featured under “Visa Services” Strategic Priority</i> ) | CA          | —              | 10% (NIV)<br>0% (IV) | 97% (NIV)<br>0% (IV) | 97% (NIV)<br>0% (IV)<br><b>On Target</b> | 100% (NIV)<br>80% (IV) | 100% (NIV)<br>100% (IV) |

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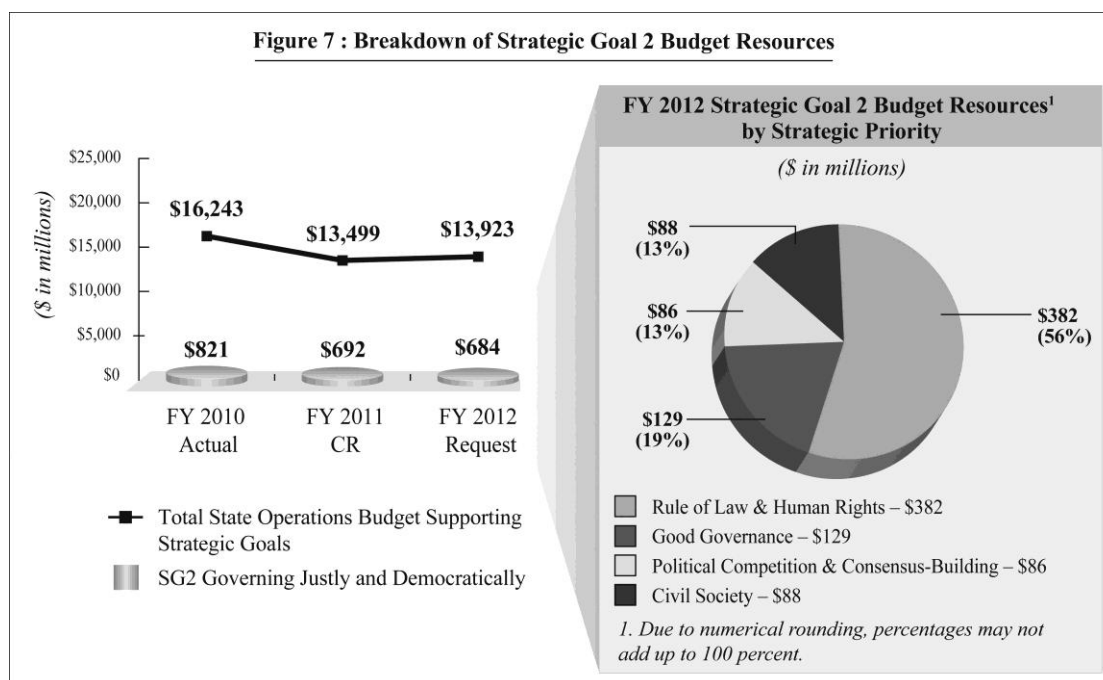
### ***Strategic Goal 2: Governing Justly and Democratically***

*Advance the growth of representative democracies and good governance, including civil society, the rule of law, respect for human rights, political competition, and religious freedom.*

U.S. leadership in promoting human rights is a national tradition, a moral imperative, and a national security priority. The U.S. has long acknowledged the link between democratic governments, free societies, and peaceful nations, and devoted diplomatic efforts and foreign assistance to encouraging free elections, democratic governance, and protection of human rights based on international standards. While this commitment to promoting human rights and democracy is part of U.S. history, the dialogue on these issues continues to evolve. The Department's goals include ensuring that people are free from bodily harm, free to select their leaders, free to express themselves, and protected by the law. The USG also recognizes that in order for people to fully realize the benefits of these rights and freedoms, they must have the education and the tools to be active citizens in their country's political process.

### **Budget Resources for Strategic Goal 2**

The Department is allocating \$684 million toward Strategic Goal 2 in FY 2012, which is a 17 percent decrease over FY 2010 Actual levels (see Figure 7). In the FY 2012 Budget Request, the Department focuses the majority of its resources for Strategic Goal 2 in Rule of Law and Human Rights (56 percent) and Good Governance (19 percent) strategic priorities.



### **Performance Trends for Strategic Goal 2**

During FY 2010, the Department met or exceeded targets for 13 percent of its performance indicators relative to Strategic Goal 2. For those performance indicators which were below target in FY 2010 (13 percent), the factors that contributed to not meeting the targets are discussed in the relevant CBJ chapter under "Steps to Improve." Additional information on specific performance indicators is also included in the CBJ chapters.

## PERFORMANCE OVERVIEW AND ANALYSIS

### Analysis of Key Illustrative Indicators

This section further details two key performance indicators to illustrate the Department's performance in areas that link to key budget and policy priorities under Strategic Goal 2—Governing Justly and Democratically. The percentage of civil society activists able to sustain activities after six months of receiving U.S. support is an illustrative indicator (see Figure 8). Protecting fundamental freedoms of association, assembly, expression, and belief represents a key aspect of U.S. foreign policy. The Department places the protection of civil society at the forefront of the USG's human rights and democracy agenda. The Department is leveraging diplomatic tools and foreign assistance that support local activists in creating conditions necessary to reverse the disturbing trend of increased pressure on civil society activists and suppression of free speech and expression. In these challenging environments, even limited support can have a significant impact. In FY 2010, in a selection of targeted countries, 17.5 percent of activists and organizations were able to continue activities six months after receiving U.S. support. The Department is working to increase the percentage to 18.5 percent in FY 2012.

Another illustrative indicator is the improvements in media freedom in priority countries as measured by the Freedom House Freedom of the Press Index (see Figure 9). Freedom of expression and information are fundamental to citizens' ability to participate in political processes and galvanize around significant community and national issues. Press freedom is in decline in almost every part of the world, particularly in the priority countries due to the increasing restrictions on freedom of expression and the free flow of information. In FY 2007, the mean average Freedom of the Press rating for the priority countries was 67.6. In FY 2010, the mean average rating was 68.6, the higher score reflecting a worsening environment for media freedom in targeted countries. The Department is pressing ahead with innovative diplomatic engagement and programs to help reverse the trend, including increased attention to Internet Freedom. The Department supports approaches that reaffirm U.S. commitment to freedom of expression, free flow of information, and the rule of law.

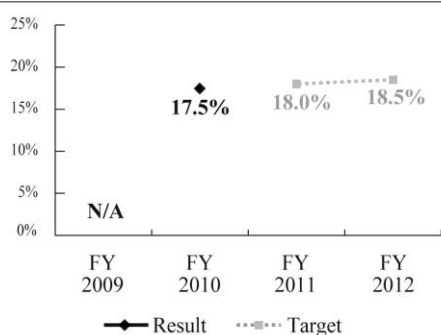
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#### Strategic Priority: Rule of Law and Human Rights

FY 2012 Request: \$382M; 56% of SG2 Budget

##### Illustrative Indicator

**Figure 8: Percent of Civil Society Activists and Organizations Able to Sustain Activities After Six Months of Receiving U.S. Support.<sup>1</sup>**



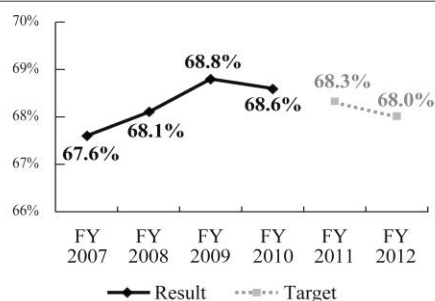
1. Indicator new in FY 2010, targets established beginning in FY 2011.

#### Strategic Priority: Good Governance

FY 2012 Request: \$129M; 19% of SG2 Budget

##### Illustrative Indicator

**Figure 9: Degree of Media Freedom in Priority Countries as Measured by the Average Freedom of the Press Rating for Non-democratic Countries and Countries Undergoing Democratic Transitions<sup>1</sup>**



1. Indicator new in FY 2010, targets established beginning in FY 2011.

2. In this Freedom House measure, countries scoring 0 to 30 are regarded as having "Free" media; 31 to 60, "Partly Free" media; and 61 to 100, "Not Free" media. Thus, a lower score means conditions are improving.

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## Performance Trends for Strategic Goal 2

| Performance Indicator  | CBJ Chpt | FY 2008 Result                   | FY 2009 Result                   | FY 2010 Target                   | FY 2010 Result and Rating                      | FY 2011 Target                   | FY 2012 Target                   |
|--|----------|----------------------------------|----------------------------------|----------------------------------|--|----------------------------------|----------------------------------|
| <b>Strategic Goal 2: Governing Justly and Democratically</b>   |          |                                  |                                  |                                  |  |                                  |                                  |
| <b>Strategic Priority—Rule of Law and Human Rights:</b> <i>Advance and protect human and individual rights and promote societies where the state and its citizens are accountable to laws that are publicly promulgated, equally enforced, and independently adjudicated, consistent with international norms and standards.</i> |          |                                  |                                  |                                  |  |                                  |                                  |
| Average percentile score for sub-Saharan Africa on the World Bank Institute's Worldwide Governance Rule of Law Indicator (Scale = 0 to 100)  | AF       | 28.3                             | 28.6                             | 28.9                             | 28.1<br><b>Below Target</b>                    | 28.4                             | 28.7                             |
| NEW APP INDICATOR: Increased labor rights in priority countries, as measured by the percentage of countries with progress on workers' rights to freedom of association after sustained USG diplomatic and/or programmatic engagement   | DRL      | —                                | —                                | [Baseline Year]                  | 14.3%<br><b>New Indicator No Rating</b>        | 28.6%                            | 42.9%                            |
| <b>Strategic Priority— Good Governance:</b> <i>Promote democratic institutions that are effective, responsive, sustainable, and accountable to the people, and include institutional checks and balances.</i>  |          |                                  |                                  |                                  |  |                                  |                                  |
| NEW APP INDICATOR: Number of cases investigating foreign security force units vetted through the Department's International Vetting Security Tracking system   | DRL      | —                                | —                                | [Baseline Year]                  | 20,000<br><b>New Indicator No Rating</b>       | 25,000                           | 30,000                           |
| Control of corruption in China as measured by the World Bank's Control of Corruption percentile rank   | EAP      | 41.1                             | 36.2                             | 43                               | <b>Data Available Mid-2011</b>                 | 45                               | 46                               |
| Progress on internal reforms prerequisite for integration into Euro-Atlantic Institutions as measured by the mean average rating for Balkan nations as reported by Transparency International's Corruption Perceptions Index and the Democracy dimension of Freedom House's Nations in Transit Index                             | EUR      | 3.6 (CPI)<br>4.03 (FH)           | 3.6 (CPI)<br>4.04 (FH)           | 3.56 (CPI)<br>No Target Set      | 3.65 (CPI)<br>4.04 (FH)<br><b>Above Target</b> | 3.17 (CPI)<br>4.03 (FH)          | 3.22(CPI)<br>4.02 (FH)           |
| Stable, effective, and accountable governance in Iraq, as measured by World Bank Governance indicators of Political Stability; Government Effectiveness; Rule of Law; and Control of Corruption, respectively (scale ranges from approximately - 2.5 to +2.5)  | NEA      | -2.69<br>-1.41<br>-1.87<br>-1.48 | -2.33<br>-1.26<br>-1.83<br>-1.38 | -2.49<br>-1.01<br>-1.67<br>-1.46 | <b>Data Available Late 2011</b>                | -2.39<br>-0.86<br>-1.57<br>-1.41 | -2.30<br>-0.83<br>-1.50<br>-1.38 |



## PERFORMANCE OVERVIEW AND ANALYSIS

| Performance Indicator  | CBJ Chpt | FY 2008 Result | FY 2009 Result | FY 2010 Target  | FY 2010 Result and Rating               | FY 2011 Target | FY 2012 Target |
|--|----------|----------------|----------------|-----------------|---|----------------|----------------|
| <b>Strategic Priority—Political Competition and Consensus-Building:</b> <i>Encourage the development of transparent and inclusive electoral and political processes and democratic, responsive, and effective political parties.</i>   |          |                |                |                 |   |                |                |
| Indicators featured in Foreign Operations volume of the FY 2012 Congressional Budget Justification.  |          |                |                |                 |   |                |                |
| <b>Strategic Priority—Civil Society:</b> <i>Strengthen democratic political culture and citizen engagement by supporting the means through which citizens can freely organize, advocate, and communicate with members of their own and other governments, international bodies, and other elements of civil society.</i> |          |                |                |                 |   |                |                |
| NEW APP INDICATOR: Improvements in media freedom in priority countries, as measured by the mean average Freedom of the Press rating for non-democratic countries and countries undergoing democratic transitions according to Freedom House  | DRL      | 68.1           | 68.8           | [Baseline Year] | 68.6<br><b>New Indicator No Rating</b>  | 68.3           | 68.0           |
| NEW APP INDICATOR: Increased civic activism in priority countries with repressive regimes, as measured by the percentage of civil society activists and organizations able to sustain activities after six months of receiving U.S. support  | DRL      | —              | —              | [Baseline Year] | 17.5%<br><b>New Indicator No Rating</b> | 18%            | 18.5%          |

### ***Strategic Goal 3: Investing in People***

*Improve health, education, and other social services to help nations create sustainable improvements in the well-being and productivity of their citizens.*

NOTE: Strategic Goal 3 is mainly supported by Foreign Assistance Funding, and therefore is addressed in the Foreign Operations volume of the Department's Congressional Budget Justification.

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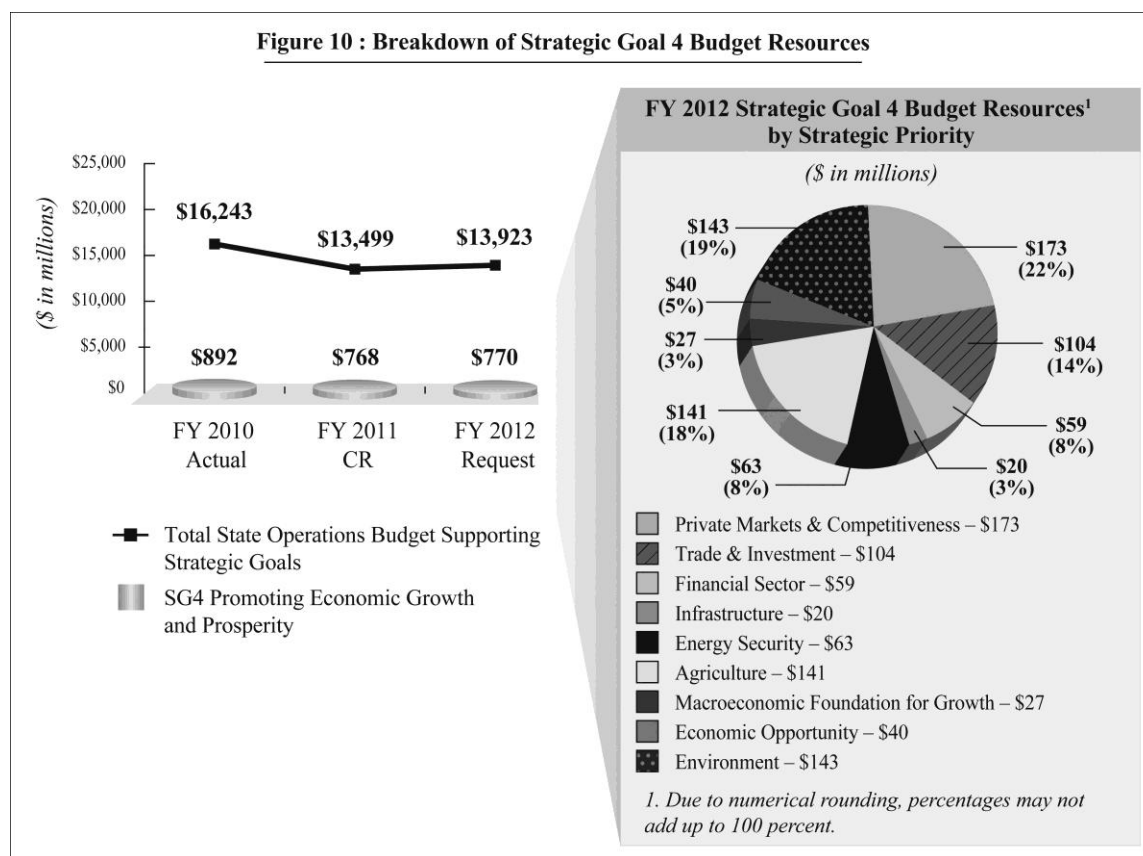
### ***Strategic Goal 4: Promoting Economic Growth and Prosperity***

*Strengthen world economic growth and protect the environment, while expanding opportunities for U.S. businesses and ensuring economic and energy security for the nation.*

Through its economic and commercial diplomacy, the Department promotes U.S. business opportunities and negotiates to create favorable climates for U.S. business activities overseas. The Department leads efforts to open markets and promotes global economic partnerships which will lead to economic growth for the U.S., its trading partners, and developing countries.

#### **Budget Resources for Strategic Goal 4**

The Department is allocating \$770 million toward Strategic Goal 4 in FY 2012, which is a 14 percent decrease from FY 2010 Actual levels (see Figure 10). In the FY 2012 Budget Request, the Department focuses the majority of its resources for Strategic Goal 4 in Private Markets & Competitiveness (22 percent) and Environment (19 percent).



#### **Performance Trends for Strategic Goal 4**

During FY 2010, the Department met or exceeded targets for 40 percent of its performance indicators relative to Strategic Goal 4. Ratings were assessed for those indicators for which current year data was available at the time of publication. For those performance indicators which were below target in FY 2010 (10 percent), the factors that contributed to not meeting the targets are discussed in the relevant CBJ chapter under “Steps to Improve.” Additional information on specific performance indicators is also included in the CBJ chapters.

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### Analysis of Key Illustrative Indicators

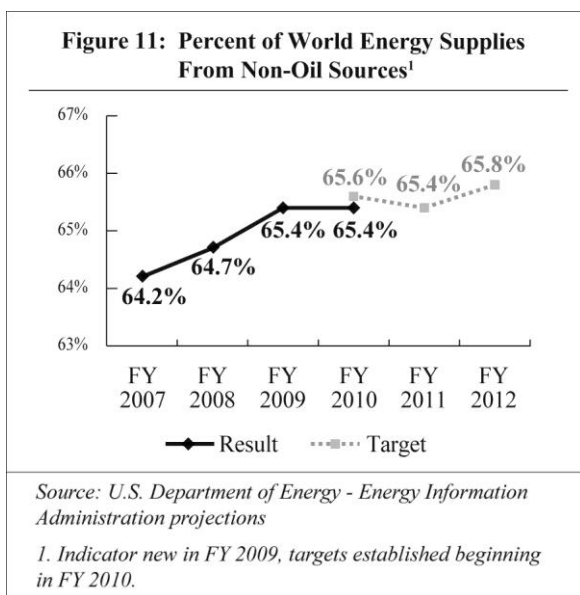
This section further details two key performance indicators to illustrate the Department's performance in areas that link to key budget and policy priorities under Strategic Goal 4—Promoting Economic Growth and Prosperity. In the area of Energy Security, a primary focus of the Department is promoting the development and implementation of policies in foreign governments designed to diversify energy sources and foster growth in the clean energy sector. An indicator for this Strategic Goal is the percentage of world energy supplies from non-oil sources (see Figure 11). Results that indicated increased use of non-petroleum energy sources around the globe from FY 2007 to FY 2009 have since leveled off. In FY 2010, the percentage of world energy supplies from non-oil sources remained at the same level as the FY 2009 rate, likely reflecting a decrease in near-term demand and financing difficulties as a result of the global economic downturn. In the long-term, the data suggest a steady trend toward diversification of energy sources.

In the area of Trade and Investment, data reflect declining economic trends in Africa consistent with the global recession. The level of two-way trade between the U.S. and sub-Saharan Africa, another illustrative indicator for this goal, decreased in FY 2009 (see Figure 12). While data for FY 2010 are not yet available, trade is expected to rebound as part of the recovery from the recession. Recovery is vital for Africa to build on recent gains in economic growth, living standards, and poverty reduction.

#### Strategic Priority: Energy Security

FY 2012 Request: \$63M; 8% of SG4 Budget

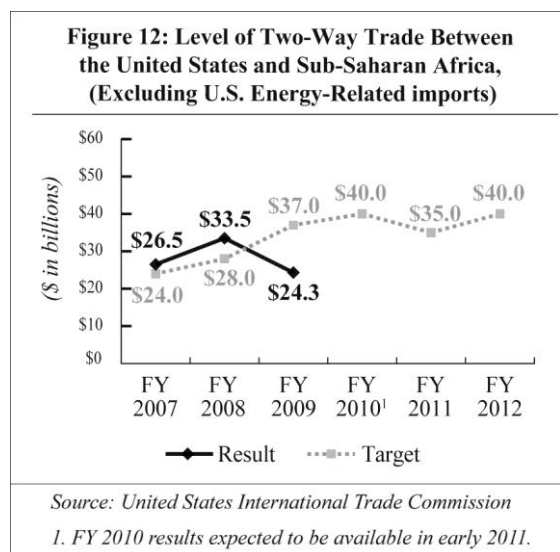
#### Illustrative Indicator



#### Strategic Priority: Trade and Investment

FY 2012 Request: \$104M; 14% of SG4 Budget

#### Illustrative Indicator



## PERFORMANCE OVERVIEW AND ANALYSIS

### *Performance Trends for Strategic Goal 4*

| Performance Indicator   | CBJ Chpt | FY 2008 Result | FY 2009 Result     | FY 2010 Target | FY 2010 Result and Rating | FY 2011 Target     | FY 2012 Target |
|---|----------|----------------|--------------------|----------------|---------------------------|--------------------|----------------|
| <b>Strategic Goal 4: Promoting Economic Growth and Prosperity</b>   |          |                |                    |                |                           |                    |                |
| <b>Strategic Priority—Private Markets and Competitiveness:</b> Support efforts by other countries to improve institutions, laws, and policies that foster private sector-led growth and competitiveness.  |          |                |                    |                |                           |                    |                |
| Median World Bank regulatory quality estimate for developing countries (range: -2.5 to 2.5)   | EEB      | -0.36          | -0.36              | -0.30          | Data Available Late 2011  | -0.29              | -.028          |
| <b>Strategic Priority—Trade and Investment:</b> Promote increased trade and investment worldwide, on both multilateral and bilateral levels, through market-opening international agreements and the further integration of developing countries into the international trading system.   |          |                |                    |                |                           |                    |                |
| Level of two-way trade between the United States and sub-Saharan Africa, excluding U.S. energy-related imports (\$ in billions)   | AF       | \$33.5         | \$24.3             | \$40           | Data Available Mid-2011   | \$35               | \$40           |
| <b>Strategic Priority—Financial Sector:</b> Improve financial sector governance as well as the quality of and access to financial services by improving corporate governance, accounting, financial transparency, and by combating financial crimes and corruption.   |          |                |                    |                |                           |                    |                |
| Indicators featured in Foreign Operations volume of the FY 2012 Congressional Budget Justification.   |          |                |                    |                |                           |                    |                |
| <b>Strategic Priority—Infrastructure:</b> Promote sustainable improvements in foreign infrastructure by encouraging public-private partnerships, strengthening capacities for oversight and management, and expanding markets for tradable infrastructure services.   |          |                |                    |                |                           |                    |                |
| Indicators featured in Foreign Operations volume of the FY 2012 Congressional Budget Justification.   |          |                |                    |                |                           |                    |                |
| <b>Strategic Priority—Energy Security:</b> Enhance U.S. and global energy security by: promoting open and transparent, integrated, and diversified energy markets; encouraging appropriate energy sector investments; and developing and sharing clean and efficient energy technologies.   |          |                |                    |                |                           |                    |                |
| Percentage of world energy supplies from non-oil sources  | EEB      | 64.7%          | 65.4%              | 65.6%          | 65.4 %<br>Below Target    | 65.4%              | 65.8%          |
| Percentage of total Latin America primary energy supply comprised of alternative fuels (renewables, biofuels, and geothermal)   | WHA      | 30.7%          | Biennial Indicator | 30%            | Data Available Mid-2012   | Biennial Indicator | 32%            |
| <b>Strategic Priority—Agriculture:</b> Support increased productivity and growth in the international agriculture sector by promoting expanded agricultural trade and market systems, broadening the application of scientific and technical advances - including biotechnology, and encouraging sustainable resource management. |          |                |                    |                |                           |                    |                |

## PERFORMANCE OVERVIEW AND ANALYSIS

| Performance Indicator  | CBJ Chpt | FY 2008 Result      | FY 2009 Result    | FY 2010 Target                     | FY 2010 Result and Rating                                  | FY 2011 Target   | FY 2012 Target   |
|--|----------|---------------------|-------------------|------------------------------------|--|------------------|------------------|
| Number of additional countries allowing commercial use of agricultural biotechnology and percent increase in global acreage of biotech crops under cultivation   | EEB      | 2 countries<br>9.4% | 0 countries<br>7% | 1 country<br>12%                   | <b>Data Available March 2011</b>                           | 1 country<br>5%  | 1 country<br>5%  |
| Number of countries that meet criteria for Food Security Phase 2 funding   | S/ES     | –                   | –                 | [Baseline Year]                    | 0 (New Program)<br><br><b>New Indicator, No Rating</b>     | 2-3              | 5                |
| <b>Strategic Priority—Macroeconomic Foundation for Growth:</b> <i>Promote institutions, laws, and policies that support private sector efforts to build people's capacity to take advantage of expanding economic freedom – including the promotion of effective public-private partnerships.</i>                              |          |                     |                   |                                    |  |                  |                  |
| Financial Stability Improvement Ratio - percentage of countries with active debt relief agreements with Paris Club creditors that have an active International Monetary Fund program or have successfully completed it, and do not have protracted arrears to international creditors  | EEB      | 87%                 | 85%               | 80%                                | 88%<br><br><b>Above Target</b>                             | 85%              | 85%              |
| <b>Strategic Priority—Economic Opportunity:</b> <i>Support efforts to help people gain access to financial services, build inclusive financial markets, improve the policy environment for micro and small enterprises, strengthen microfinance institutional productivity, and improve economic law and property rights.</i>  |          |                     |                   |                                    |  |                  |                  |
| Median number of days required to start a business in countries that are not members of the Organization for Economic Cooperation and Development and median cost of starting a business as a percentage of per capita income in those countries   | EEB      | –<br>–              | 26 days<br>20%    | 25 days<br>19%                     | 22 days<br>18.5%<br><b>Above Target</b>                    | 24 days<br>18%   | 23 days<br>17%   |
| Median number of days to start a business in Mexico and median cost of starting a business in Mexico as a percentage of per capita income  | WHA      | 28 days<br>12.5%    | 13 days<br>11.7%  | 13 days<br>No Cost Target Set      | 9 days<br>12.3%<br><b>Above Target</b>                     | 10 days<br>10.1% | 10 days<br>9.3%  |
| <b>Strategic Priority—Environment:</b> <i>Promote partnerships for economic development that reduce greenhouse gas emissions, improve air quality, and create other co-benefits by using and developing markets to improve energy efficiency, enhance conservation and biodiversity, and expand low-carbon energy sources.</i> |          |                     |                   |                                    |  |                  |                  |
| Number of work programs established by partner economies leading to completion of 20 Low Emission Development Strategies that contain concrete actions by 2013   | OES      | –                   | [Baseline Year]   | 7 Interest statements/ Engagements | 7 Interest Statements/ Engagements<br><br><b>On Target</b> | 7 Work Programs  | 20 Work Programs |

## PERFORMANCE OVERVIEW AND ANALYSIS

### ***Strategic Goal 5: Providing Humanitarian Assistance***

*Minimize the human costs of displacement, conflicts, and natural disasters to save lives and alleviate suffering.*

NOTE: Strategic Goal 5 is mainly supported by Foreign Assistance Funding and therefore, with the exception of the following indicator, is addressed in the Foreign Operations volume of the Department's Congressional Budget Justification.

| Performance Indicator  | CBJ Chpt | FY 2008 Result | FY 2009 Result | FY 2010 Target  | FY 2010 Result and Rating               | FY 2011 Target | FY 2012 Target |
|--|----------|----------------|----------------|-----------------|---|----------------|----------------|
| <b>Strategic Goal 5: Providing Humanitarian Assistance</b>   |          |                |                |                 |   |                |                |
| <b>Strategic Priority—Protection, Assistance, and Solutions:</b> <i>Protect vulnerable populations (e.g., refugees, internally displaced persons, and others affected by natural disasters and human-made crises) from physical harm, persecution, exploitation, abuse, malnutrition, disease, and other threats by providing disaster relief including food aid, and other humanitarian assistance.</i> |          |                |                |                 |   |                |                |
| NEW APP INDICATOR:<br>Percentage of internally displaced persons and refugee returnees surveyed who responded that they feel safe in their location of return  | OCO      | 65.2%          | 80.9%          | [Baseline Year] | 80.4%<br><br>New Indicator<br>No Rating | 82%            | 84%            |

## PERFORMANCE OVERVIEW AND ANALYSIS

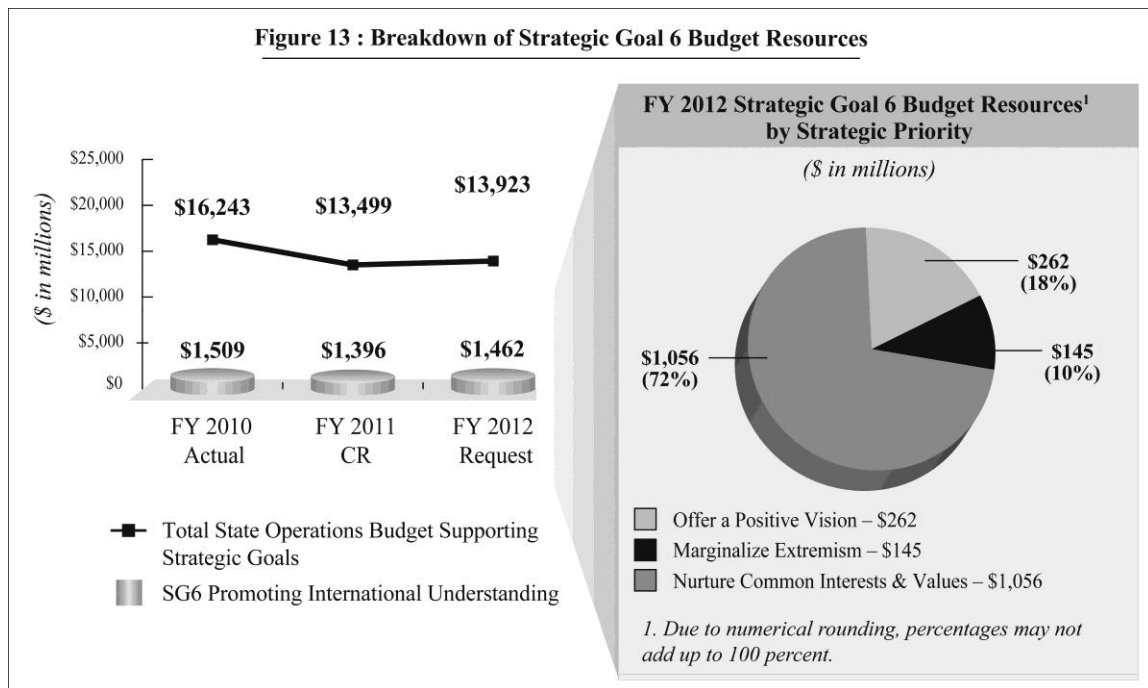
### ***Strategic Goal 6: Promoting International Understanding***

*Achieve foreign policy goals and objectives and enhance national security by fostering broad, mutually-respectful engagement and mutual understanding between American citizens and institutions, and their counterparts abroad.*

The Department recognizes the central role of public diplomacy as a tool of Smart Power, which is an approach that elevates civilian power alongside military power, and an essential element for 21<sup>st</sup> Century statecraft. The Department has also committed to renewing America's engagement with the people of the world by enhancing mutual respect and understanding and creating partnerships aimed at solving common problems. Global challenges require the Department to identify and implement complex, multi-dimensional public engagement strategies that forge partnerships, mobilize broad coalitions, and galvanize public opinion across all sectors of society. To this end, the Department developed the first detailed global strategy for public diplomacy in over a decade—a strategic framework for 21<sup>st</sup> Century public diplomacy that ensures its alignment with foreign policy objectives and focuses on how public diplomacy programs and efforts support those objectives.

#### **Budget Resources for Strategic Goal 6**

The Department is allocating \$1.5 billion toward Strategic Goal 6 in FY 2012, which is a 3 percent decrease over FY 2010 Actual levels (see Figure 13). In the FY 2012 request, the Department focuses the majority of its resources for Strategic Goal 6 in Nurturing Common Interests and Values (72 percent). Programs funded under this strategic priority include educational and cultural exchanges.



#### **Performance Trends for Strategic Goal 6**

During FY 2010, the Department achieved or exceeded targets for 50 percent of its performance indicators relative to Strategic Goal 6. Ratings were assessed for those indicators for which current year data was available at the time of publication. Additional information on specific performance indicators is also included in the CBJ chapters.

## PERFORMANCE OVERVIEW AND ANALYSIS

### Analysis of Key Illustrative Indicators

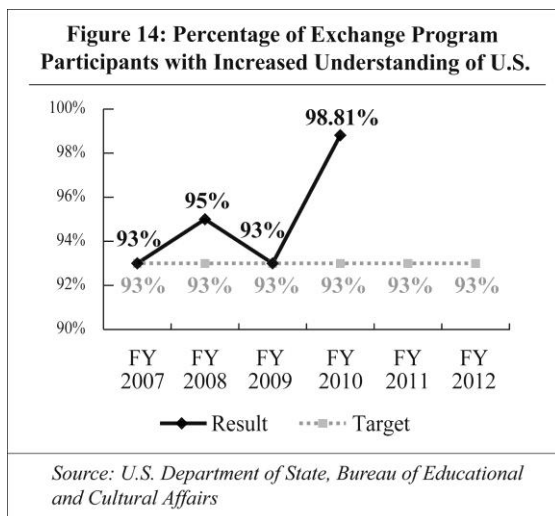
This section further details two key performance indicators to illustrate the Department's performance in areas that link to key budget and policy priorities under Strategic Goal 6—Promoting International Understanding. The Department seeks to increase international understanding through educational and cultural exchange programs that bring together American citizens with foreign participants, including up-and-coming civic, cultural, and professional leaders and scholars as well as teachers and students with high academic and leadership potential. In post-program surveys in FY 2010, nearly all foreign respondents (98.8 percent) reported a change in their understanding and knowledge of United States institutions and society as a result of their participation in the U.S. exchange program (see Figure 14). This represents a five percent increase from FY 2009 levels.

As a result of changes in understanding of the U.S., the foreign exchange participants are able to share their knowledge with others in their countries and, optimally, facilitate more openness and acceptance toward partnering on an array of common global challenges. Maintaining substantive engagement with these exchange program alumni allows the Department to leverage that change in international understanding and knowledge of the U.S. Supporting an active alumni network of exchange participants reinforces the positive interaction with the U.S. and further promotes international understanding, long after the initial exchange experience.

Another indicator the Department uses is the percentage of foreign audiences who expressed a better understanding of the U.S. after exposure to the Bureau of International Information Programs (IIP) and activities (see Figure 15). This indicator measures the impact on intended target audiences who consume these informational products. The Department transforms U.S. policies into informational products tailored to engage and persuade critically important international audiences. In FY 2009, 55 percent of IIP audiences surveyed responded that they have a better understanding of U.S. policy, society, and values. FY 2010 data on the effectiveness of international programs will be available in FY 2011.

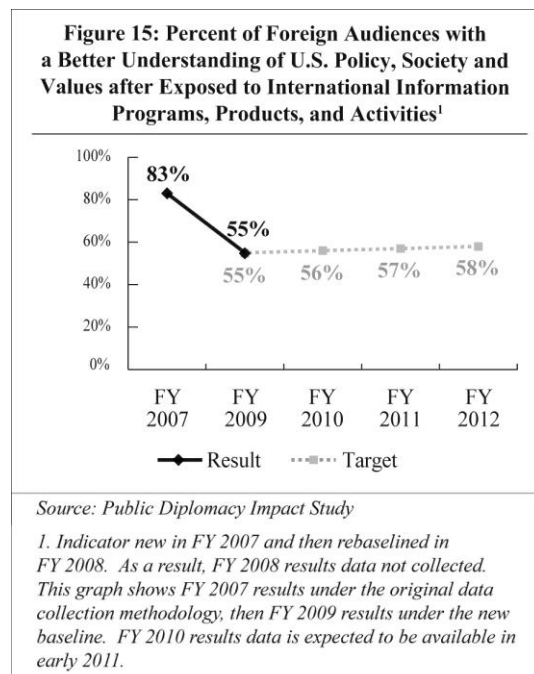
**Strategic Priority: Nurture Common Interests**  
FY 2012 Request: \$1.06B; 72% of SG6 Budget

#### Illustrative Indicator



**Strategic Priority: Offer a Positive Vision**  
FY 2012 Request: \$262M; 18% of SG6 Budget

#### Illustrative Indicator





# PERFORMANCE OVERVIEW AND ANALYSIS

## *Performance Trends for Strategic Goal 6*

| Performance Indicator   | CBJ Chpt | FY 2008 Result     | FY 2009 Result | FY 2010 Target     | FY 2010 Result and Rating     | FY 2011 Target | FY 2012 Target     |
|---|----------|--------------------|----------------|--------------------|-------------------------------|----------------|--------------------|
| <b>Strategic Goal 6: Promoting International Understanding</b>  |          |                    |                |                    |                               |                |                    |
| <b>Strategic Priority—Offer a Positive Vision:</b> <i>Offer a positive vision of hope and opportunity, rooted in the most basic values of the American people, by sponsoring educational programs at all levels, advocating for the rights of people, and conducting other public diplomacy programs.</i> |          |                    |                |                    |                               |                |                    |
| Initiation or implementation of positive change in local organizations or communities by IIP foreign audiences as measured by the percentage of IIP program participants surveyed who responded that they applied knowledge gained from the program to improve their local organization or community      | IIP      | —                  | 54%            | —                  | <b>Data Available FY 2011</b> | 56%            | —                  |
| Percent of foreign audiences with a better understanding of U.S. policy, society and values after exposure to International Information Programs, products, and activities  | IIP      | Biennial Indicator | 55%            | Biennial Indicator | <b>Data Available FY 2011</b> | 57%            | Biennial Indicator |
| <b>Strategic Priority—Nurture Common Interests and Values:</b> <i>Expand international understanding of our common interests and values through messages and programs built on areas in which U.S. Government expertise corresponds to the interests and needs of our partners and counterparts.</i>      |          |                    |                |                    |                               |                |                    |
| Percentage of participants who increased or changed their understanding of the United States immediately following their program  | ECE      | 95%                | 93%            | 93%                | 98.81%<br><b>Above Target</b> | 93%            | 93%                |
| Number of articles accurately portrayed or broadcast by journalists participating in Foreign Press Center programs  | PA       | —                  | 70             | 100                | 100<br><b>On Target</b>       | 200            | 250                |
| <b>Strategic Priority—Marginalize Extremism:</b> <i>Counter extremism by promoting educational and cultural exchanges, democratization, good governance, and economic and human development.</i>  |          |                    |                |                    |                               |                |                    |
| No representative indicators included in this submission. New indicators under development.   |          |                    |                |                    |                               |                |                    |

## PERFORMANCE OVERVIEW AND ANALYSIS

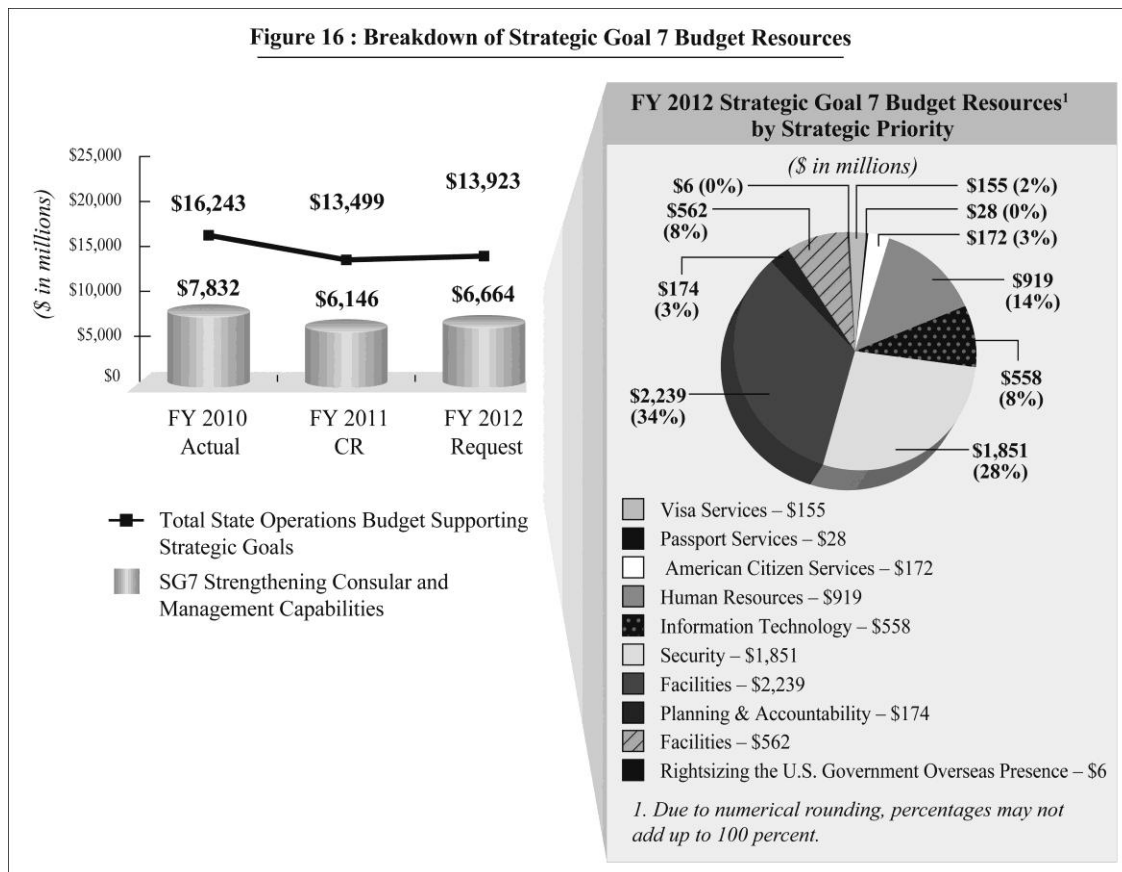
### ***Strategic Goal 7: Strengthening Consular and Management Capabilities***

*Assist American citizens to travel, conduct business and live abroad securely, and ensure a high quality workforce supported by modern, secure infrastructure and operational capabilities.*

Approximately four million Americans reside abroad, and Americans make about 60 million trips overseas every year. The Department helps them prepare for crises and avoid problems abroad through its consular services, which certifies the birth of American citizens born abroad, and assists families when an American dies overseas. The Department also assists Americans whose children have been wrongfully taken to or kept in foreign countries, a growing problem. During times of crises, such as the January 2010 earthquake in Haiti, the Department adapts quickly to fluctuations in demand for its services as demonstrated by its quick response to Haiti with a major effort involving over a thousand Department volunteers. The Department also continues, in collaboration with the Department of Homeland Security and other agencies, to protect America's homeland with improved technology and efficiency at ports of entry and in visa processing, smarter screening technology, and more secure U.S. travel documents—both visas and passports.

### **Resources for Strategic Goal 7**

The Department is allocating \$6.7 billion toward Strategic Goal 7 in FY 2012, which is a 15 percent decrease over FY 2010 Actual levels (see Figure 16). In the FY 2012 Budget Request, the Department focuses the majority of its resources for Strategic Goal 7 in Facilities (34 percent) and Security (28 percent).



# PERFORMANCE OVERVIEW AND ANALYSIS

## Performance Trends for Strategic Goal 7

During FY 2010, the Department achieved or exceeded targets for 52 percent of its performance indicators relative to Strategic Goal 7. For those performance indicators which were below target in FY 2010 (33 percent), the factors that contributed to not meeting the targets are discussed in the relevant CBJ chapter under “Steps to Improve.” Additional information on specific performance indicators is also included in the CBJ chapters.

## Analysis of Key Illustrative Indicators

This section further analyzes two key performance indicators to illustrate the Department’s performance in areas that link to key budget and policy priorities under Strategic Goal 7—Strengthening Consular and Management Capabilities. The first illustrative indicator for this goal is the percentage of non-immigrant visa applications submitted electronically (see Figure 17). With a 97 percent success rate in FY 2010, the Department has made significant progress toward conversion to a fully electronic visa application process. Using a variety of automated research tools and databases, the Department is able to more effectively screen applicants who may be ineligible for a visa for national security reasons.

Another illustrative indicator for this Strategic Goal is the number of USG personnel moved into safer and more secure and functional facilities (see Figure 18). American embassies overseas provide the diplomatic platform for all U.S. civilian agencies, and the Department is responsible for providing and maintaining secure, safe, and functional facilities for personnel at overseas posts. In FY 2010, the total cumulative number of USG personnel moved into these facilities slightly exceeded the target.

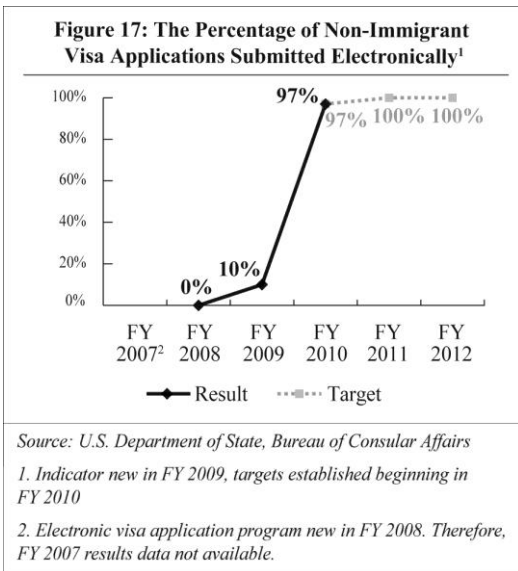
### Strategic Priority: Security

FY 2012 Request: \$1.9B; 28% of SG7 Budget

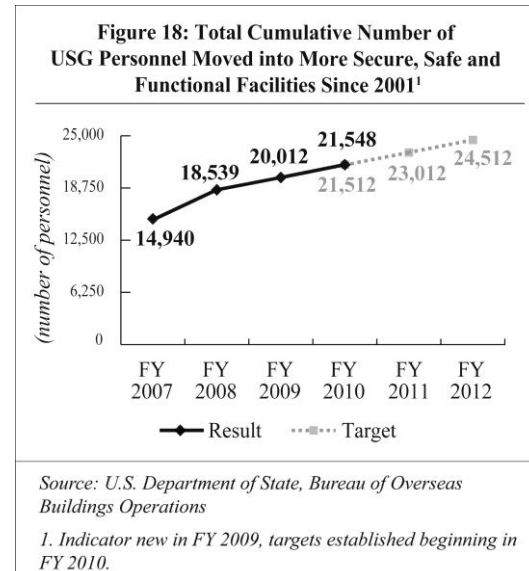
### Strategic Priority: Facilities

FY 2012 Request: \$2.2B; 34% of SG7 Budget

### Illustrative Indicator



### Illustrative Indicator



# PERFORMANCE OVERVIEW AND ANALYSIS

## Performance Trends for Strategic Goal 7

(Table Key: Improved - Target not met, but performance improved over prior fiscal year.)

| Performance Indicator  | CBJ Chpt | FY 2008 Result      | FY 2009 Result       | FY 2010 Target       | FY 2010 Result and Rating                | FY 2011 Target         | FY 2012 Target          |
|--|----------|---------------------|----------------------|----------------------|--|------------------------|-------------------------|
| <b>Strategic Goal 7: Strengthening Consular and Management Capabilities</b>  |          |                     |                      |                      |  |                        |                         |
| <b>Strategic Priority: Visa Services</b> —Safeguard U.S. borders through vigilance in adjudicating visa applications while simultaneously facilitating legitimate travel.  |          |                     |                      |                      |  |                        |                         |
| NEW APP INDICATOR: Conversion to web-based visa processing as measured by the percentage of Non-Immigrant Visa (NIV) applications submitted electronically and the percentage of Immigrant Visa (IV) applications submitted electronically ( <i>indicator also featured under "Homeland Security" Strategic Priority</i> ) | CA       | 0% (NIV)<br>0% (IV) | 10% (NIV)<br>0% (IV) | 97% (NIV)<br>0% (IV) | 97% (NIV)<br>0% (IV)<br><b>On Target</b> | 100% (NIV)<br>80% (IV) | 100% (NIV)<br>100% (IV) |
| <b>Strategic Priority: Passport Services</b> —Provide American citizens with secure passports, delivered in a timely manner.   |          |                     |                      |                      |  |                        |                         |
| Accuracy of the adjudication process as measured by the percentage of audited passport issuances found to have a high likelihood of Issuance in Error  | CA       | 0.2%                | 0.2%                 | [Baseline Year]      | <b>Data Available Mid 2011</b>           | .15%                   | .1%                     |
| Percentage of passport applications processed within the targeted timeframe  | CA       | 100%                | 98.9%                | 100%                 | 100%<br><b>On Target</b>                 | 100%                   | 100%                    |
| <b>Strategic Priority: American Citizen Services</b> —Offer a broad range of appropriate services to U.S. citizens traveling or residing abroad, such as assistance in cases of death, illness, destitution, arrest, imprisonment, crime, and natural or human-made disasters.   |          |                     |                      |                      |  |                        |                         |
| Customer satisfaction with quality of, and access to, reliable and relevant information on travel.state.gov as measured by the overall American Customer Satisfaction Index (ASCI) score (out of 100)  | CA       | —                   | —                    | [Baseline Year]      | 75<br><b>New Indicator No Rating</b>     | 75                     | > 75                    |
| <b>Strategic Priority: Human Resources</b> —Recruit and sustain a high performing, well trained, and diverse work force aligned with mission requirements.   |          |                     |                      |                      |  |                        |                         |
| Foreign Service Institute language training success rate as measured by the percentage of Department of State students in critical needs languages who attain skill objective  | FSI      | 89%                 | 80%                  | 80%                  | 88%<br><b>Above Target</b>               | 80%                    | 80%                     |
| NEW APP INDICATOR: Percentage of overseas positions that are vacant  | HR       | —                   | 15%                  | 10%                  | 16.7%<br><b>Below Target</b>             | 8%                     | 6%                      |
| Vacancy rate for Civil Service positions   | HR       | —                   | 9.8%                 | 9%                   | 8.5%<br><b>Above Target</b>              | 7%                     | 6%                      |

## PERFORMANCE OVERVIEW AND ANALYSIS

| Performance Indicator  | CBJ Chpt | FY 2008 Result   | FY 2009 Result | FY 2010 Target  | FY 2010 Result and Rating                       | FY 2011 Target  | FY 2012 Target |
|--|----------|--|----------------|-----------------|---|---|----------------|
| Percent of language designated positions filled by employees who meet or exceed the language requirements (New Methodology)  | HR       | —  | 68.1%          | 70%             | 66%<br><b>Below Target</b>                      | 70%   | 76%            |
| Percent of medical reviews and clearances completed within 30 days   | MED      | —  | 81%            | 83%             | 86%<br><b>Above Target</b>                      | 85%   | 87%            |
| <b>Strategic Priority: Information Technology</b> — <i>Develop and maintain modern, secure, and high quality information technology systems and infrastructure.</i>                      |          |  |                |                 |   |   |                |
| NEW APP INDICATOR: Percentage of the Department’s 11 primary datacenters migrated, closed, or consolidated into 2 primary and 2 specialized data centers                                 | IRM      | —  | —              | [Baseline Year] | 0% [Baseline]<br><b>New Indicator No Rating</b> | 55%   | 66%            |
| NEW APP INDICATOR: Meet increased computing demands and improve energy efficiency through an increased percentage of relevant Department servers virtualized and cloud computing efforts | IRM      | —  | —              | [Baseline Year] | 0% [Baseline]<br><b>New Indicator No Rating</b> | 25%   | 40%            |
| Percentage of major management systems integrated into the Enterprise Data Warehouse   | ITCF     | —  | 37.5%          | 50%             | 42%<br><b>Improved</b>                          | 67.5%   | 70%            |
| <b>Strategic Priority: Diplomatic Security</b> — <i>Safeguard personnel from physical harm and national security information from compromise.</i>  |          |  |                |                 |   |   |                |
| Length of time (days) to complete 90 percent of background investigations, adjudications, and granting of personnel security clearances  | DS       | 67   | 67             | 74              | 70<br><b>Above Target</b>                       | 74  | 74             |
| Conformity of local guard, surveillance detection and residential security programs at Diplomatic Missions with overseas security policy board standards (12 FAH-6)                      | DS       | Qualitative indicator.<br>See DS chapter to view results and targets |                |                 | <b>On Target</b>                                | Qualitative indicator<br>See DS chapter to view results and targets |                |
| <b>Strategic Priority: Facilities</b> — <i>Provide safe, secure, and functional work facilities for overseas and domestic personnel.</i>   |          |  |                |                 |   |   |                |
| Key milestones for the modernization of the Harry S Truman Building  | A        | Qualitative indicator.<br>See A chapter to view results and targets  |                |                 | <b>Improved</b>                                 | Qualitative indicator<br>See A chapter to view results and targets  |                |
| Status of Domestic Facility Greening at the Department of State  | A        | Qualitative indicator.<br>See A chapter to view results and targets  |                |                 | <b>Above Target</b>                             | Qualitative indicator<br>See A chapter to view results and targets  |                |
| Ratio of change between Cost/Seat and Rent, expressed as a factor  | A        | —  | —              | 1 (or less)     | .9<br><b>On Target</b>                          | 1 (or less)   | 1 (or less)    |

## PERFORMANCE OVERVIEW AND ANALYSIS

| Performance Indicator   | CBJ Chpt | FY 2008 Result               | FY 2009 Result             | FY 2010 Target          | FY 2010 Result and Rating                       | FY 2011 Target           | FY 2012 Target           |
|---|----------|------------------------------|----------------------------|-------------------------|---|--------------------------|--------------------------|
| Average duration growth and cost growth for capital construction projects completed annually  | ESCM     | —                            | 9% duration<br>14% cost    | 25% duration<br>5% cost | 18% duration<br>18% cost<br><b>Below Target</b> | 25% duration<br>5% cost  | 25% duration<br>5% cost  |
| Total cumulative number of U.S. Government personnel moved into more secure, safe, and functional facilities since 2009   | ESCM     | 18,539                       | 20,012                     | 21,512                  | 21,548<br><b>On Target</b>                      | 23,012                   | 24,512                   |
| Completion and timely submission of Post Annual Facility Condition Surveys (AFCS), Post Annual Inspection Summaries (AIS), preparation of the annual Long Range Overseas Maintenance Plans, and annually prioritize maintenance, repair, and improvement projects <sup>1</sup> (1)                | ESCM     | —                            | 89% AFCS<br>87% AIS        | 90% AFCS<br>90% AIS     | 80% AFCS<br>80% AIS<br><b>Below Target</b>      | 89% AFCS<br>89% AIS      | 89% AFCS<br>89% AIS      |
| <b>Strategic Priority: Planning and Accountability</b> —Continuously improve financial performance and integrate budgeting with strategic and performance planning.   |          |                              |                            |                         |   |                          |                          |
| Percentage of UN specialized agencies funded by the Contributions for International Organizations account that have demonstrated progress on 5 or more goals of the UN Transparency and Accountability Initiative   | CIO      | 54%                          | 72%                        | 76%                     | 91%<br><b>Above Target</b>                      | 81%                      | 100%                     |
| Percentage of recommendations resolved within the appropriate timeframe (6 months for inspections and 9 months for audits and evaluations)  | OIG      | 87%                          | 91%                        | 82%                     | 79%<br><b>Below Target</b>                      | 85%                      | 86%                      |
| Monetary benefits: questioned costs, funds put to better use, cost savings, recoveries, efficiencies, restitutions, and fines (in millions)   | OIG      | \$23                         | \$26.4                     | \$12.5                  | \$25.5<br><b>Above Target</b>                   | \$17.8                   | \$19.0                   |
| Quality of ICASS system measured by: percentage of invoiced amounts received in first 90 days of fiscal year; average customer satisfaction rating for the Management Officer/Council Chair (MO/CC) workshops (out of 5); percentage of posts that receive an "A" on their ICASS Budget Scorecard | RM       | 95.6%<br>4.35 MO/CC<br>4.22% | 95%<br>3.27 MO/CC<br>88.5% | 95%<br>4.2 MO/CC<br>90% | 99.9%<br>3.7 MO/CC<br>87%<br><b>Improved</b>    | 95%<br>4.2 MO/CC<br>95 % | 95%<br>4.2 MO/CC<br>95 % |
| Agency Financial Report is issued on-time with an unqualified Statement of Assurance on Internal Controls Over Financial Reporting; financial statements achieve an unqualified audit opinion   | RM       | No                           | Yes                        | Yes                     | No<br><b>Below Target</b>                       | Yes                      | Yes                      |

<sup>1</sup>) The latter two measures are qualitative. See the ESCM chapter to view results and targets.

## PERFORMANCE OVERVIEW AND ANALYSIS

| Performance Indicator   | CBJ Chpt | FY 2008 Result | FY 2009 Result    | FY 2010 Target        | FY 2010 Result and Rating            | FY 2011 Target        | FY 2012 Target        |
|---|----------|----------------|-------------------|-----------------------|--------------------------------------|-----------------------|-----------------------|
| Quality of the Department's financial services as measured by the percentage of aggressive monthly ISO 9001 performance metric goals met or exceeded for the Department's core financial operations | RM       | 68%            | 88%               | 75%                   | 77%<br><b>Above Target</b>           | 80%                   | 80%                   |
| <b>Strategic Priority: Administrative Services--</b> <i>Deliver customer-oriented and innovating administrative and information services, acquisitions, and assistance</i>                          |          |                |                   |                       |                                      |                       |                       |
| Cumulative variance from planned cost and schedule for the Integrated Logistics Management System   | RM       | —              | -0.25%;<br>-0.80% | Both less than +/- 5% | 1.38%;<br>- .04%<br><b>On Target</b> | Both less than +/- 5% | Both less than +/- 5% |